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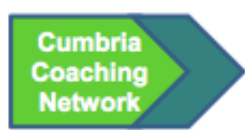
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Developing Future Cumbria Conference North Lakes Hotel & Spa, Penrith



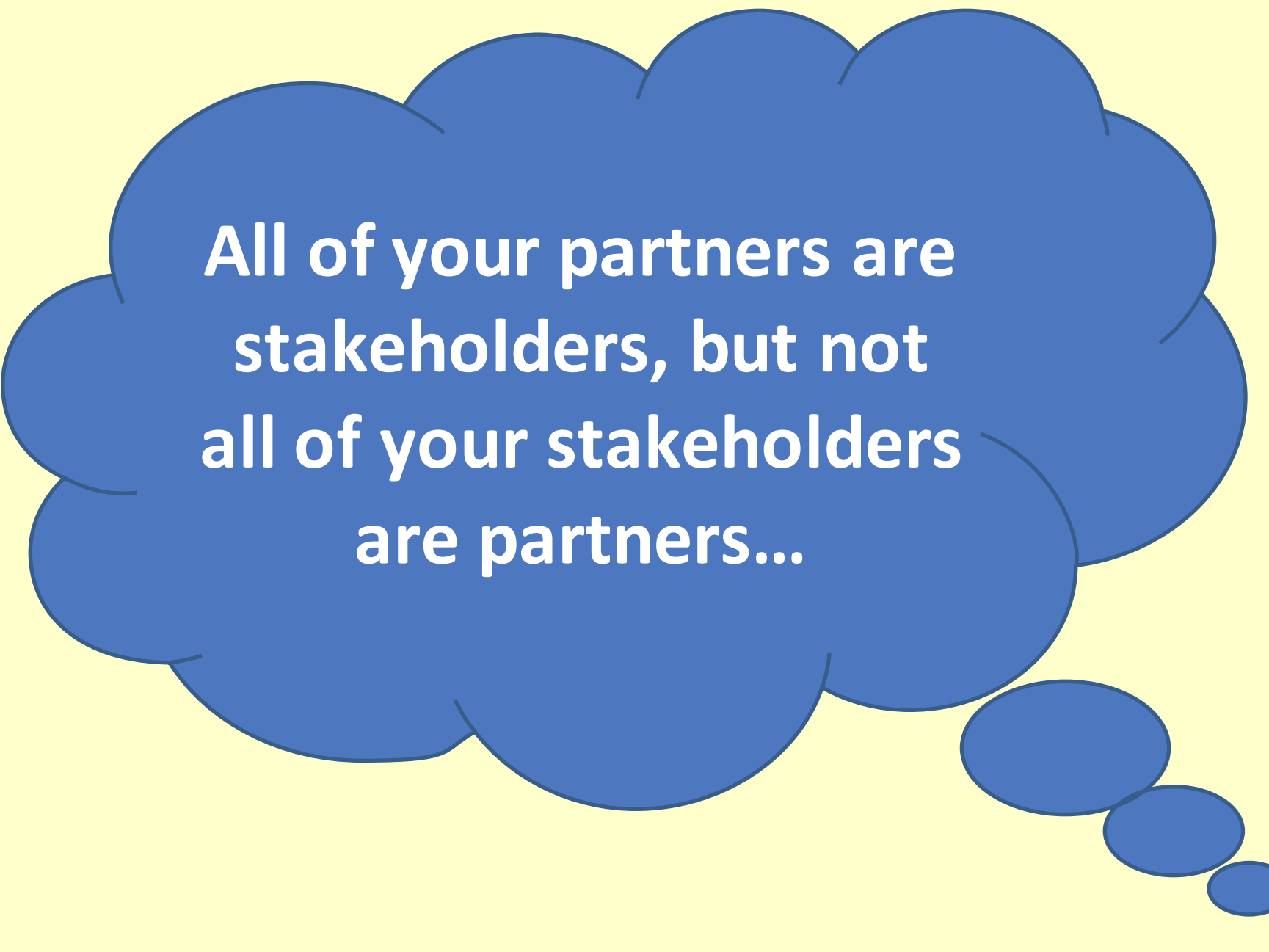
Collaboration & Leadership for Sustainability

9 October 2015



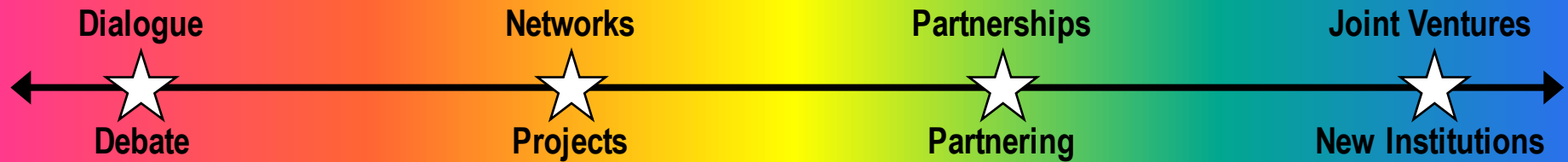
David F Murphy
david.murphy@cumbria.ac.uk
www.iflas.info





**All of your partners are
stakeholders, but not
all of your stakeholders
are partners...**

Spectrum of relationships...





Leadership in sustainability

▶ Sustainability is an essential, multi-faceted element of business & all organisations:

- ▶ Social-societal dimensions
- ▶ Environmental-ecological dimensions
- ▶ Economic-commercial dimensions
- ▶ Political, cultural, organisational & personal aspects

▶ Sustainability impossible to ignore:

- ▶ Legally-binding: regulatory approach
- ▶ Stakeholder-driven: coercive & collaborative approaches
- ▶ Global, national, regional & local drivers
- ▶ Evolving, emerging & growing in scope & scale



Put empathy to the test

“We must extend our empathetic imaginations not just to the dispossessed or disadvantaged, but also to those whose views and actions we might oppose or disdain.”



‘Empathy with the Enemy’

Roman Krznaric (2010)

cultural thinker: ‘one of Britain’s leading popular philosophers’, The Observer



“In Africa we have a concept
known as UBUNTU, based
upon the recognition
that we are only people
because of other people”

Nelson Roliblabla Mandela

#SayNoToXenophobia



THE RIVER & THE THREAD

ROSANNE CASH

If I don't have you...

Everybody 'round here moves too fast
And it feels so good but it's never gonna last

Everything I had is twice what I knew
But I don't have nothing if I don't have you

Rosanne Cash & John Leventhal
Modern Blue (2014)

HBR.ORG

Harvard Business Review

Build a culture
of trust and
innovation.

COLLABORATE



JULY-AUGUST 2011

23 Idea Watch

What's Your Social
Media Strategy?

56 The Big Idea

Winning in the Age of
Hyperspecialization
Thomas W. Malone et al.

112 The HBR Interview

Disney's Bob Iger on
Reanimating the Brand

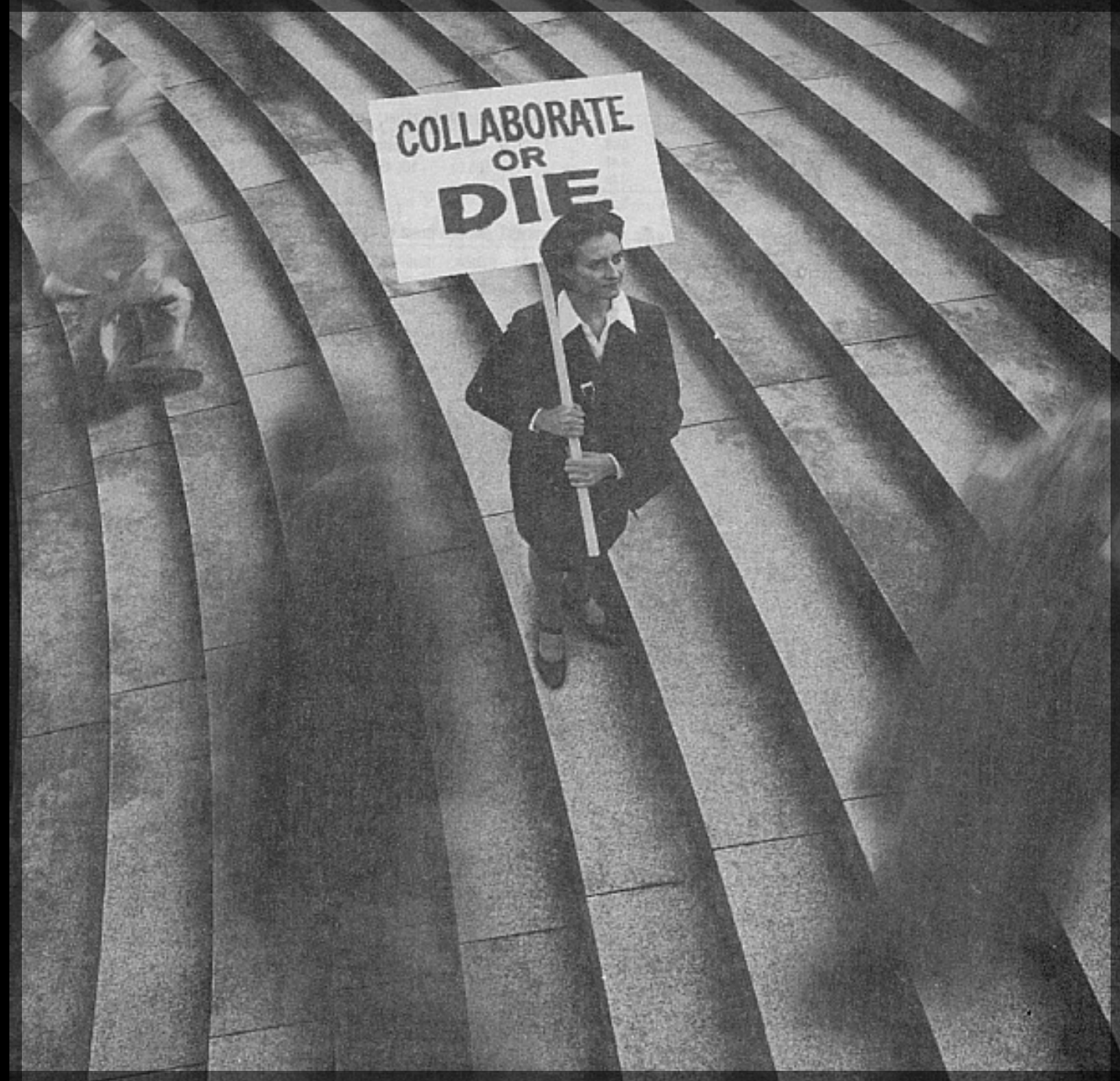
SPECIAL DOUBLE ISSUE

SPOTLIGHT PAGE 67



Collaboration Not Consensus

“Collaborative leadership is the capacity to engage people & groups outside one's formal control & inspire them to work toward common goals - despite differences in convictions, cultural values, and operating norms.”



**END
CORPORATE
GREED**

**WOMEN
TRADE IN
RIGHTS!**

**WOMEN'S RIGHTS,
NOT TIENS!**

**END
CORPORATE
GREED**

NICK SKELLON

CORPORATE COMBAT

THE ART OF
MARKET WARFARE
ON THE
BUSINESS BATTLEFIELD

{ WHEN BUSINESS IS WAR,
THESE ARE THE RULES OF
COMPETITIVE STRATEGY }





Philanthropy

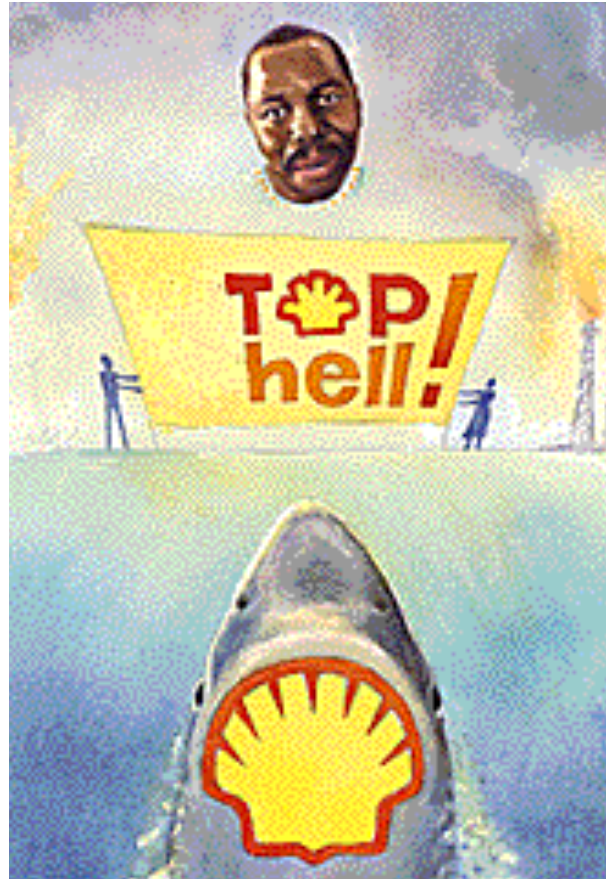


Conflict

Boycott



Nestlé



CAMPAIGN

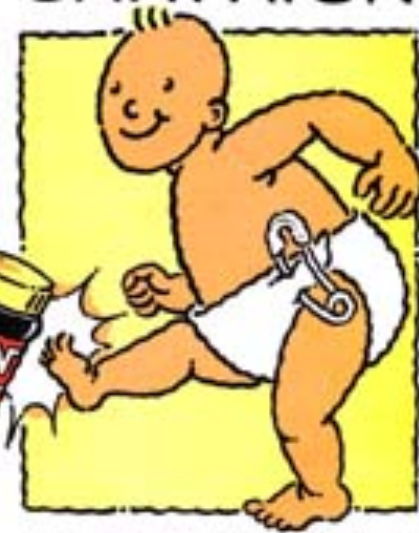
• Every 20 seconds a baby dies from unsafe bottle feeding.

• Nestlé, the world's largest baby milk company, promotes bottle feeding so that they can sell more milk.

• Breast-feeding is free, safe and best for babies.

• But Nestlé know that if they don't get babies on the bottle, they don't do business.

• We can't let them get away with it - BOYCOTT NESCAFÉ!



AGAINST NESTLÉ

GIVE NESCAFÉ THE BOOT!

Further information: Baby Milk Action, 21-22 Abchurch Lane, London EC4A 3DF. Telephone 01753 484401



Problem-solving

“We should continue to aggressively lobby, aggressively litigate, aggressively criticize corporate ‘evil-doing’ and promote stricter regulation. We also should be able to problem-solve with corporations.”



Fred Krupp, Environmental Defense
partner of McDonald's, 1991

The Global Partnership

*for Environment
and Development*



A Guide to Agenda 21



UNITED NATIONS



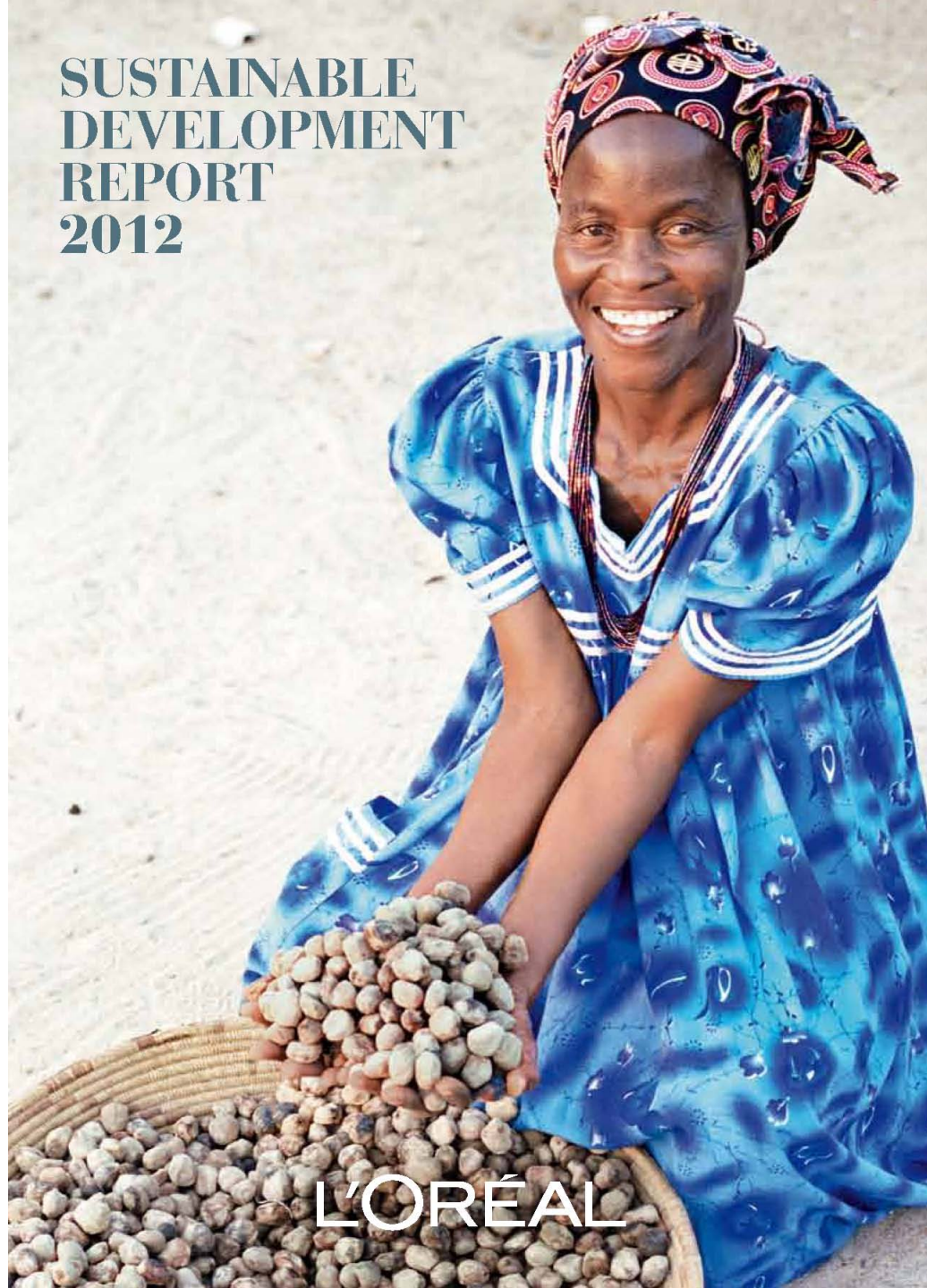
Amnesty International

Human rights



is it any of your business?

**SUSTAINABLE
DEVELOPMENT
REPORT
2012**



L'ORÉAL

GOAL 1 END POVERTY

GOAL 2 END HUNGER

GOAL 3 WELL-BEING

GOAL 4 QUALITY EDUCATION

GOAL 5 GENDER EQUALITY

GOAL 6 WATER AND SANITATION FOR ALL

GOAL 7 AFFORDABLE AND SUSTAINABLE ENERGY

GOAL 8 DECENT WORK FOR ALL

GOAL 9 TECHNOLOGY TO BENEFIT ALL

GOAL 10 REDUCE INEQUALITY

GOAL 11 SAFE CITIES AND COMMUNITIES

GOAL 12 RESPONSIBLE CONSUMPTION BY ALL

GOAL 13 STOP CLIMATE CHANGE

GOAL 14 PROTECT THE OCEAN

GOAL 15 TAKE CARE OF THE EARTH

GOAL 16 LIVE IN PEACE

GOAL 17 MECHANISMS AND PARTNERSHIPS TO REACH THE GOALS





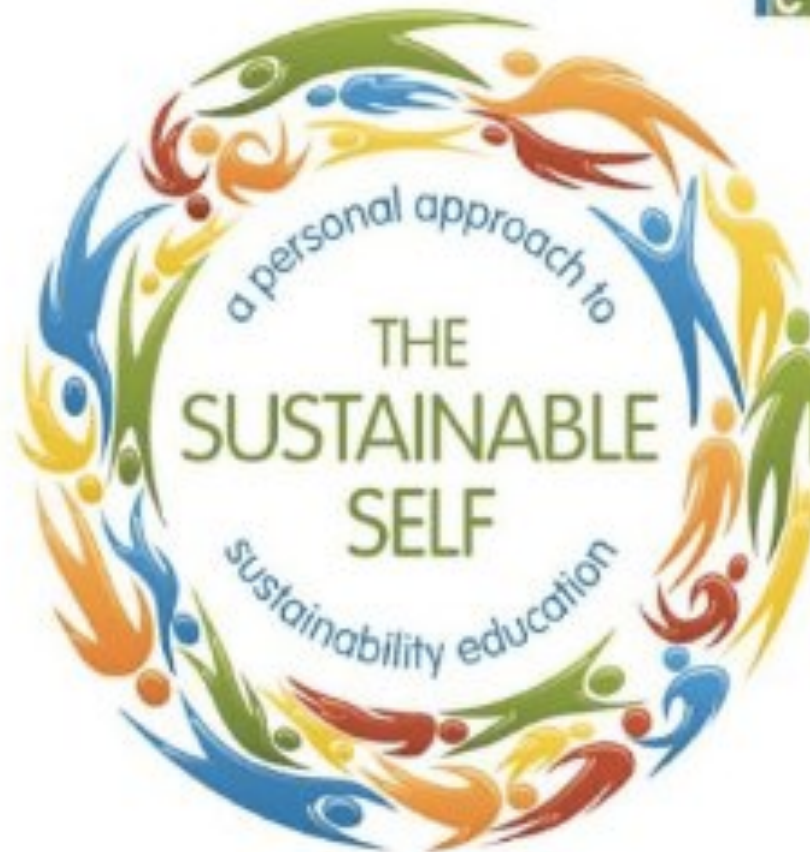
An Age of 'Sustainababble'

“We live today in an age of sustainababble, a cacophonous profusion of uses of the word sustainable to mean anything from environmentally better to cool.”



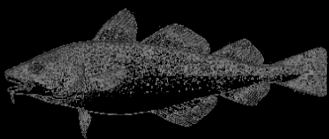
Robert Engelman, World Resources Institute (2013)

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PAUL MURRAY

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What is sustainability?

“Sustainability may be defined as a values-laden umbrella concept about the way in which the interface between environment & society (including its institutions & individual members) is managed to ensure that human needs are met without destroying the life supporting ecosystems on which we depend.”



Wayne Visser (2010)
in 'The A-Z of CSR'



the **Partnering** toolkit



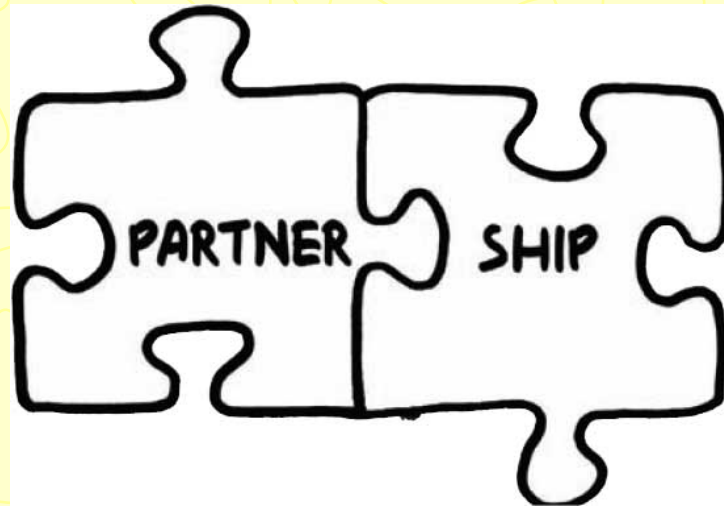
An essential guide to cross-sector partnering

Ros Tennyson on partnership



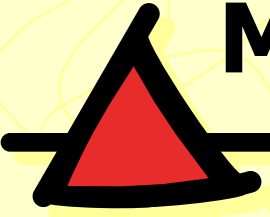
Oxford English Dictionary definition:

Partnership is an on-going working relationship in which risks and benefits are shared



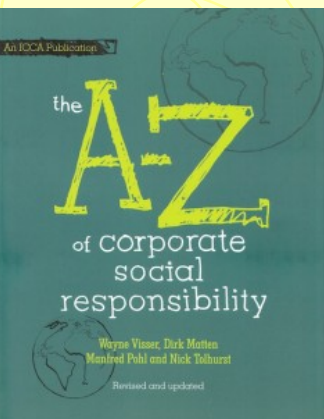
Many mechanisms that are commonly described as 'partnerships' do not conform to this definition





Multi-stakeholder partnership

“An arrangement between two or more separate organisations to pursue a common activity or interest, where risks & benefits are shared. It may or may not involve formal agreements or financial exchange & can be based on legally-binding contracts or purely voluntary arrangements.”



Bendell & Murphy (2010)
in 'The A-Z of CSR'

Rio + 10

JOHANNESBURG SUMMIT 2002



26 August - 4 September 2002



Type I & Type II Partnerships

- ▶ **Type I:** formal, negotiated commitments between governments
- ▶ **Type II:** ‘non-negotiated’ partnerships between governments, intergovernmental agencies, private sector & civil society
- ▶ ‘a complement to but not intended to substitute for commitments made by Governments’ (UNGA 2003: A/RES/58/129)



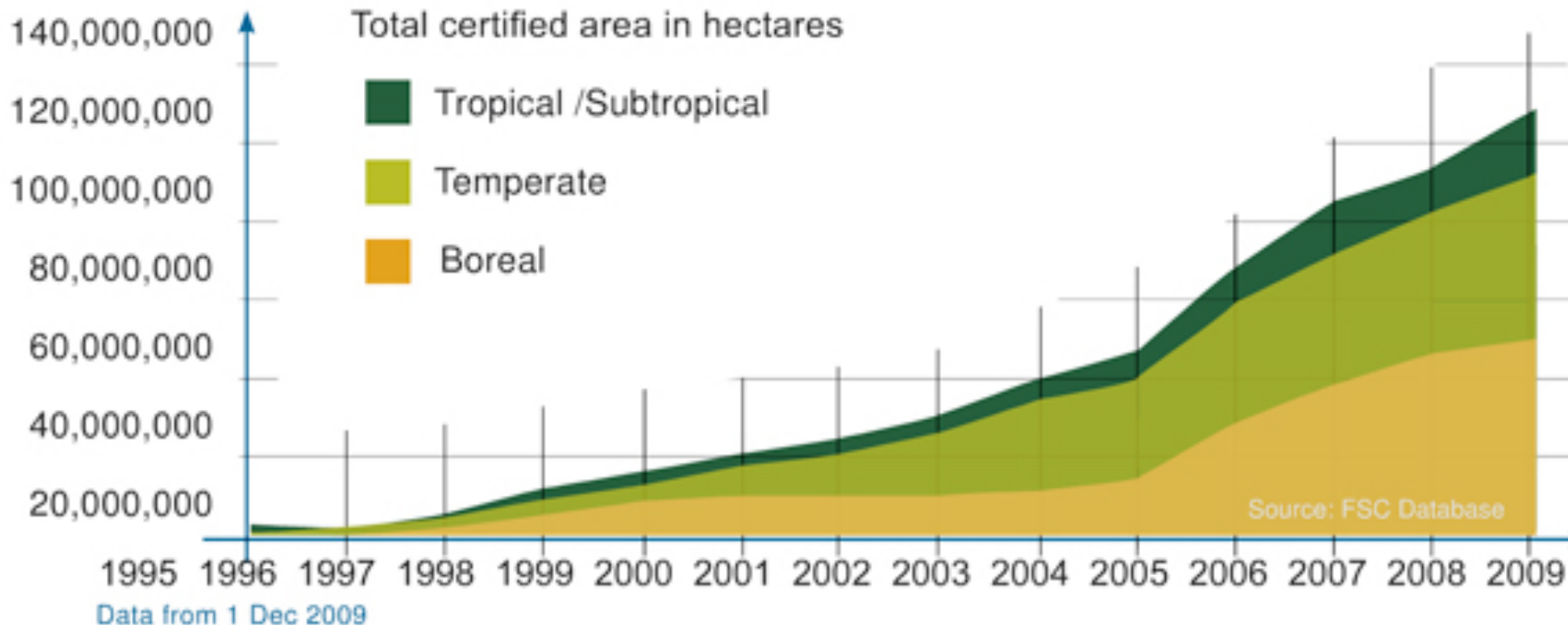
Forest Stewardship Council



FOREST STEWARDSHIP COUNCIL

Growth of FSC: Forest area

FSC certified forest area growth



Key partnering principles



Because it leads to

EQUITY

RESPECT

Because it leads to

TRANSPARENCY

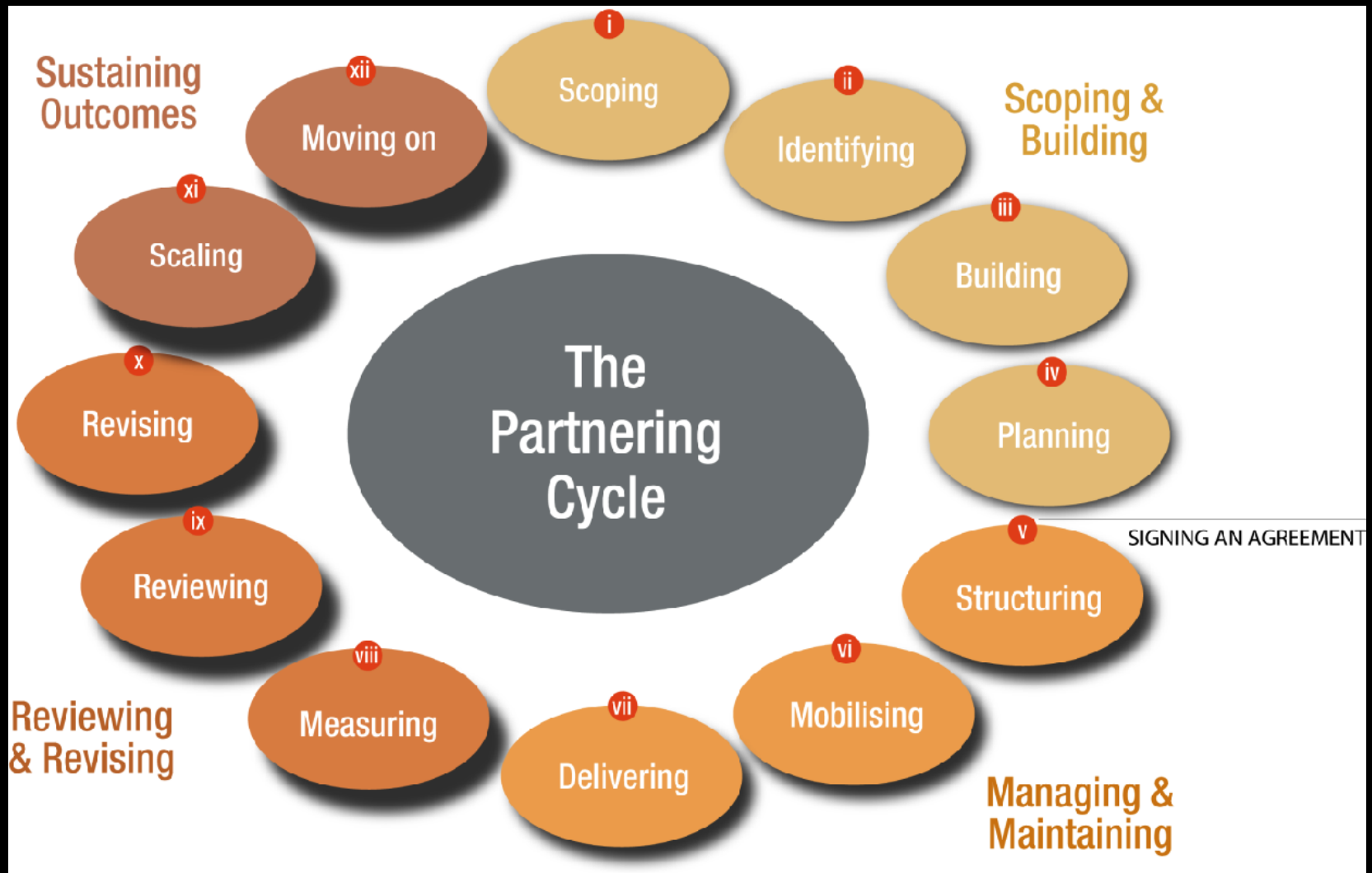
TRUST

Because it leads to

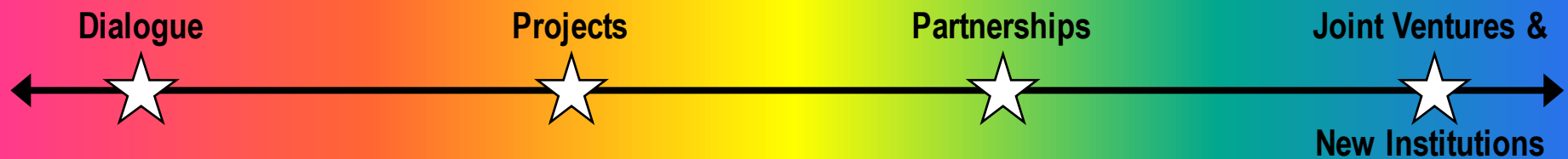
MUTUAL BENEFIT

SUSTAINABILITY

Partnership Planning Framework



Different dynamics & constructs



Health Partnerships Since 2000



Since 2000 there has been a huge increase in the number of partnerships with more than 100 global health partnerships or initiatives established.



HAIRDRESSERS AGAINST AIDS



United Nations
Educational, Scientific and
Cultural Organization

L'ORÉAL
FONDATION
D'ENTREPRISE

UNESCO-L'Oréal: Mutual Benefit?





UBER GIVING

U B E R



Save the Children

‘Together we collected five and a half tube carriages worth of items in the UK to donate to Save the Children to help fund their Child Refugee Crisis Appeal’



Friendly to oppositional?

“We believe we should try whatever way is possible to increase the pressure on corporations to respect human rights... The big question is: when do you move from a promotional, friendly relationship with a company to an oppositional relationship?”



Irene Khan, Secretary General
Amnesty International (2001-2009)



birds

NO
WTO

I'm not a trade barrier!

Don't sacrifice animal protection laws
to free trade rules.

THE HUMAN SPOON
and the World Trade Organization

NO
WTO

NO
WTO

NO
WTO

NO

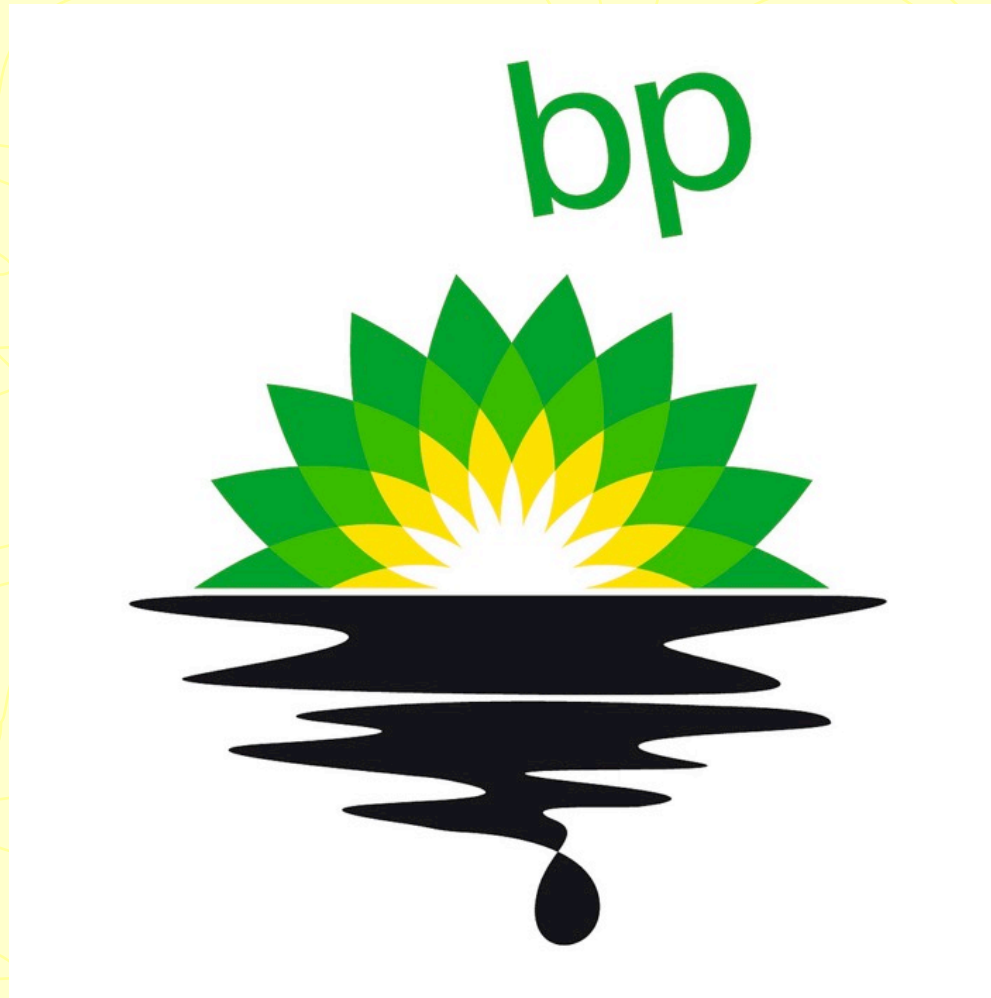
Sustainability Report 2014

bp.com/sustainability



Building a stronger,
safer BP

Sustainable development partner?



WWF not partnering with BP



WWF & Coca-Cola 'partnering' on polar bear conservation

Photograph: Steven Kazlowski/WWF-Canon

Trading in Credibility

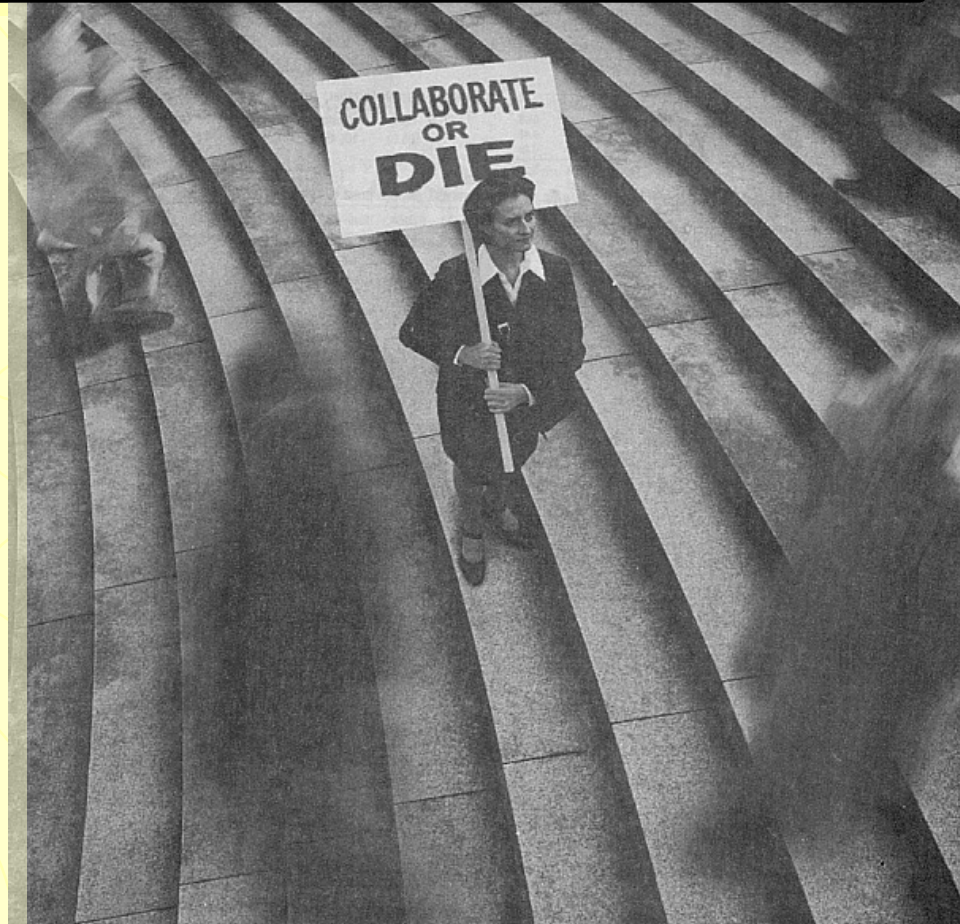
The myth and reality of the Forest Stewardship Council



Written and edited by Simon Counsell and Kim Terje Loeas (Rainforest Foundation UK),
with case studies contributed by: Anna Fanzoros, Noel Rajesh and Chris Lang,
Pama Astratmaja, Faisal H. Foad and Longgona Bining, Nicole Floris and Klemen
Laschevski, Jessica Lawrence, Jadrita Rench, Arbi Valentinus, Carol Yong and Russell Collier.

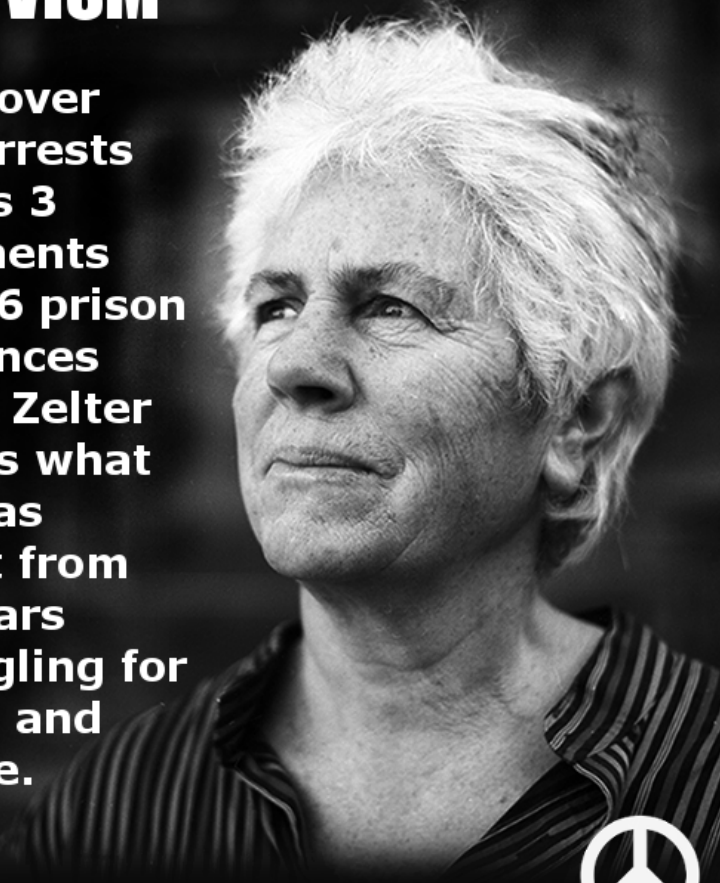
THE RAINFOREST
FOUNDATION

The Partnership Paradox



21 LESSONS FROM LIFELONG ACTIVISM

**After over
100 arrests
across 3
continents
and 16 prison
sentences
Angie Zelter
shares what
she has
learnt from
30 years
struggling for
peace and
justice.**



**4pm 4th February 2015
J19 Richmond, Bradford Uni**





Listening and confronting

“I think the major thing is that you have to be willing to listen and make some adjustments. But there's also a role for being confrontational. At the same time, if you're willing to talk to them and see their viewpoint to some extent, then I think there is a way forward.”



Angie Zelter
Activist



Overall summary

- ▶ **Given legislative, stakeholder & commercial pressures there is no option but to address sustainability concerns**
- ▶ **Business actions increasingly must address sustainability concerns of a wide range of stakeholders & partners**



Overall summary

- ▶ Engaging with this evolving & complex agenda can, if properly managed, enhance competitive advantage & leadership position
- ▶ But it is an open question whether such changes will deliver 'sustainable' businesses: the key is to accept responsibility & to engage-experiment-question-listen-learn-innovate

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